

# **EXHIBIT 3**

February 1, 2004

Mr. Arlin Calvin  
6 Byars Circle  
Madison WI 53719

Re: Termination of employment

Dear Arlin,

Per the collective bargaining agreement, you have exhausted your unpaid leave of 18 months. As a result, your active employment status has been terminated effective immediately.

Sincerely,  
**FRED NEUMAN**  
Fred Neuman  
Dir HR  
Sub-Zero Freezer Co., Inc.



Att. Andrew B.